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PERSONNEL AND BUSINESS ADMINISTRATION

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The ADMINISTRATIVE BULLETIN



A PUBLICATION DEVOTED TO THE BUSINESS
AND PERSONNEL ACTIVITIES OF THE
U.S. DEPARTMENT OF AGRICULTURE

THE ADMINISTRATIVE BULLETIN

Issued by the Office of Personnel, and Business Administration, of the United States Department of Agriculture, in cooperation with the Department's Bureaus and Offices and distributed solely to employees of the Department.

THIS MATERIAL IS NOT FOR PUBLICATION.

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May, 1932

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Address all communications to:
THE ADMINISTRATIVE BULLETIN,
Office of Personnel and Business Administration,
United States Department of Agriculture,
Washington, D. C.

THE FILING OF CORRESPONDENCE

By
Joseph Haley
In Charge, Secretary's File Room

In the Government service there are hundreds of employees engaged in the work of classifying, indexing and filing correspondence and other valuable and confidential papers belonging to Uncle Sam.

The object of a filing system is to keep correspondence and other papers in a neat and orderly arrangement so that they are readily available at all times. An accurate record must be maintained reflecting the date and by whom papers are withdrawn from the files, for the purpose of enabling the file clerk to locate the document at any moment, even if on an official's desk. Frequently

Object of inquiries are made for correspondence and other papers which are
Filing System in the course of preparation, and it is necessary to have some way of locating this class of material. As correspondence is often wanted in a hurry to be used in a conference or to answer a telephonic or telegraphic inquiry, it is absolutely essential that the filing system operate efficiently. Delay in producing files when urgently needed wastes the time of high-salaried officials, causing annoyance and upsetting the routine of the office.

All mail addressed to the Department of Agriculture or to the Secretary of Agriculture is received in the Secretary's File Room where it is opened, read and routed. From one thousand to fifteen hundred letters per day are received, the number varying according to the season, the mail being much heavier during the winter months. These inquiries cover a wide range of subjects--requests for Farmers' Bulletins, lists of county agents, how to get rid of rats, the climate in a certain locality, the kind of soil, what and when to plant, how to label a cough remedy under the Food & Drugs Act, etc. Remittances of sums ranging from one cent to hundreds of dollars are received and a record kept of the name and address of the senders and to what Bureau or Division referred.

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The correspondence and other official papers of the Secretary of Agriculture (including the offices of the Assistant Secretary, Director of Scientific Work, Director of Regulatory Work, Director of Extension Work, Director of Personnel and Business Administration, Budget Officer, Division of Operation, Real Estate Officer, and Division of Purchase, Sales and Traffic) are filed according to subject, with ample cross references. The subjects cover different phases of the work of the whole Department and are so arranged that the correspondence is easily found. Letters prepared in the above offices are indexed on cards 3 x 5 inches, which are filed alphabetically by the writers' names, the entries showing dates, subjects and a brief of contents of letters. Correspondence with firms and organizations is cross referenced under names of persons signing letter or about whom it is written. Certain classes of papers are filed by subject without index

Procedure
In Secretary's
File Room

ing, experience having shown that card indexing of this material is unnecessary.

A number of letters are referred daily to the bureaus, divisions, and offices of the Department for preparation of replies for the signature of the Secretary, Assistant Secretary, and other officials. A form known as a "Jacket" accompanies each of these letters and remains with them until the reply is prepared and sent to the Secretary's office. The jacket and the two Bureau and 3 x 5 cards are made out on the typewriter at one operation, giving Division on the first line the name and address of the writer, on the second Mail line the date of the incoming letter, then the subject of the correspondence; to whom referred and for what action; then the date of reference. On this jacket are printed instructions to the effect that the letter must be given prompt attention and the correspondence returned to the Secretary's office within three days. On the same form appears a list of the principal officers handling correspondence in the office of the Secretary, for the purpose of rerouting mail when necessary. At the bottom of the jacket the following spaces are provided which must be filled in by the stenographer at the time letters are typed:

Letter for the signature of (or memorandum to) _____
 prepared in Bureau of _____ Date _____
 Do you wish correspondence returned to your Bureau for filing? _____
 Name of dictator _____ Initials of Stenographer _____

This form is purposely printed on pink paper and regulations require that it be kept on top of correspondence while enroute to the various bureaus and officials in order that letters for the signature of the Secretary may be readily distinguished, and given immediate attention. This distinction also enables the Secretary's File Room to maintain a complete record of changes of reference each time such correspondence passes through that office.

For convenience in handling, one of the cards used with the jacket is green and the other blue, the green card being filed alphabetically in a temporary file and the blue card chronologically in a pending file. The cards in Follow-up the chronological file are checked every day and the letters remain- Work ing unanswered after the three days have expired are followed up by telephone. If it is impossible to answer the letter in full within three days an acknowledgment is promptly prepared and the bureau is then given some additional time to complete the reply. As soon as the letter is signed and mailed, a carbon copy of the reply together with the incoming letter is returned to the originating bureau, and the jacket and two carbon copies are retained in the Secretary's File Room; the copy on which the initials of the Bureau Chief appear is placed in a chronological file arranged by bureaus, and the other carbon copy is filed with the jacket under the appropriate subject. The green card is then stamped "Answered _____" and filed alphabetically. The blue card is destroyed, as it is only used for follow-up purposes.

Letters which are referred to the bureaus for reply direct are recorded in the manner similar to the "jacketed" letters, except that these letters are not followed up, the bureaus being allowed to use their own judgment as to the character of the reply or the action necessary in each case.

When correspondence is withdrawn from the file, a charge slip is inserted in the folder showing by whom withdrawn and the date. When the file is returned the charge slip is taken out and the charge cancelled.

The Secretary's File Room also maintains a file of the memoranda of the Secretary, and circulars of the Personnel and Business Administration, with a very complete index which provides a ready reference to questions of policy, administrative matters, etc. A record of the forms used in addressing prominent officials, such as the President, Vice President, President of the Senate, Speaker of the House of Representatives, Ambassadors, Governors, etc. is also kept.

Correspondence concerning bills and resolutions introduced in Congress and referred to the Department of Agriculture for report is "jacketed" as described above, and when answered is filed under the number of the bill or resolution with cross references under the subject matter. This is a very active file during sessions of Congress.

The Secretary of Agriculture receives a great many invitations to attend meetings, banquets, etc. and these are filed by states, subdivided by cities, with an index of the organizations or individuals issuing the invitations.

There is also a large file of correspondence concerning space in Federal buildings which is filed by states and subdivided by cities.

Experience teaches us that constant attention, orderly methods and accurate records are essential to any well organized filing system.

---PBA---

Donald A. Laird in his book entitled "Psychology of Selecting Men" gives us a sound scientific treatment of fundamental considerations involved in the field of the selection of personnel. The book gives a comprehensive picture of psychological means and methods of selecting suitable men for specific jobs. It shows how psychological principles are applied in actual employment work.

"Applied Personnel Administration", a new book, by J. E. Walters, President of the American College Personnel Association, emphasizes the application of scientific methods to the human problems in industry. The author investigated and actually went through the complete personnel procedures of about seventy-five industrial concerns as well as personnel techniques used in these particular companies. Effort has been made to stress the practical applications of the subject rather than the theoretical side.

COMPETITION IN LEASING

By
A. McC. Ashley, Chief,
Division of Purchase, Sales and Traffic.

The Comptroller General, while recognizing that the location of premises and their general adaptability for the use contemplated are factors which may surmount price in determining the selection of office or other quarters, has recently held unequivocally that this does not justify the negotiation of leases without reference to Section 3709 R. S., requiring advertising and competition in Federal procurements. To insure the required conformance of the several bureaus of the Department to this dictum, the procedure outlined in P. B. A. Circulars Nos. 196 and 201 should be carefully studied and followed. It involves variations from bid procedure governing other types of procurement in two particulars, (1) in that in connection with renewals, where the present lessor is unwilling to reduce the rental, and an informal canvass of available space does not develop lower prices, the solicitation of formal bids is unnecessary, and (2) in that where formal bids are required, they are to be secured in letter form.

Too much stress can not be laid upon the necessity, when formal letter proposals are requested, of including in the requests for proposals a detailed reference to all of the physical conditions which must be met by any quarters offered before they can be considered at all, irrespective of price. It is a fundamental principle of competitive bidding that the specification of requirements must be so complete as to place all prospective bidders on the same footing in the matter of information as to what is required; hence an offer which conforms to all stated requirements must be considered on the basis of price. Incomplete specifications may therefore develop offers of quarters which are unsuitable in many ways but which meet the letter of the advertisement. Such proposals can not be passed over; the resultant situation can be cured only by readvertising under an amended specification, a course which always subjects the advertising officer to unfavorable criticism, particularly by the low bidder under the original solicitation.

Another practical suggestion, based upon the fact that current leases of the Department aggregate some 4,000 or more in number, is that action looking toward renewals or the negotiation for new leases should be instituted by field employees charged with this duty sufficiently in advance of the advent of the fiscal year to prevent an undue congestion of leases in the central offices of the Department during May and June. Timely action alone can prevent the occurrence of last minute readvertising in many cases, with its attendant embarrassment of field officers and the possibility of withdrawal of advantageous offers.

WHAT THE FEDERAL COMPENSATION ACT MEANS TO AN EMPLOYEE.

By
Edith C. Johnson,
Bureau of Plant Industry.

The Federal Compensation Act, "An Act to provide compensation for employees of the United States suffering injuries while in the performance of their duties," became a law on September 7, 1916. By an amendment approved June 5, 1924, its provisions were made applicable to cases involving occupational diseases. Despite the fact that this Act has been in operation for some time, there are many employees, particularly the more recent appointees, who are unfamiliar with its provisions in the way of medical and hospital facilities, as well as compensation for time lost from work on account of disability, for injured employees of the Government. Occasionally individuals who are acquainted with its benefits prefer not to report minor injuries because of the "red tape" involved in making out reports of the injury to the United States Employees' Compensation Commission.

This Act applies to all civil employees of the United States Government injured or killed in the performance of their official duties. It provides free medical and hospital service for the injured, money benefits in case of partial or total disability or death, and certain burial expenses. None of these benefits accrue, however, if the injury or death results from willful misconduct of the employee or his intention to bring about injury to himself or another, or if intoxication was the proximate cause of the injury. The Act does not cover ordinary disease cases, but it does apply to certain occupational diseases. It does not, however, permit the payment of money compensation or the furnishing of medical care for any disease unless it is the result of an accident or unless its direct causal relationship to the employment can be clearly shown. The mere fact that a disease develops after the employee enters the Government service is not accepted as sufficient basis for the award of compensation. Such common diseases as colds, pneumonia, tuberculosis, typhoid fever, rheumatism, etc., are usually due to causes entirely outside of employment, and only very rarely and under most unusual conditions can they be the basis of an award under the compensation law.

Any injured employee is entitled to have the United States Employees' Compensation Commission pass upon his claim for payment of compensation or medical or hospital service on account of an injury which he believes was sustained in the performance of duty, including a disease proximately caused by the conditions of his employment. Claims for compensation should not be delayed beyond sixty days after the injury, or compensation may be refused. The Commission is allowed at its discretion to award compensation, if, for reasonable causes shown, a claim is filed within one year. If, however, the claim is not made within one year after the injury is sustained, the Commission is without power to pay compensation.

Provisions of Act

Time Limit on Claim

The amount of compensation allowed under this Act depends on the degree of disability, whether partial or total, and upon the earning power of the employee at the time of the injury. An injured employee is not entitled to compensation for time lost from work during the first three days of disability. If at the time the disability begins, the employee uses any sick or annual leave to his credit until it is exhausted, his compensation does not begin until the fourth day of disability after the sick or annual leave has ceased.

If disability is partial, the disabled employee is entitled to a monthly compensation equal to $66 \frac{2}{3}$ per cent of the difference between his monthly pay and his monthly wage-earning capacity after the beginning of such partial disability, the monthly compensation not to exceed \$116.66. If the disability is total, he is entitled to a monthly compensation of two-thirds his salary at the time the injury occurred. The monthly allowance in the latter case is limited to not more than \$116.66 nor less than \$58.33, unless the employee's pay is less than \$58.33, in which case his monthly compensation may be the full amount of his monthly pay.

If death results from the injury within six years after the injury was sustained, the United States will pay to the dependents of the deceased a total monthly compensation not to exceed $66 \frac{2}{3}$ per cent of the deceased employee's monthly pay, with a limitation of not more than \$175 and not less than \$87.50. If the monthly pay is less than \$87.50, the beneficiaries are entitled to the full amount of the monthly pay of the deceased employee. In no case, however, can the total monthly compensation exceed the monthly pay. The Commission also provides for burial expenses not exceeding \$200, and the transportation of the body of an employee whose home is in the United States, dying away from his home station, or outside of the United States, if relatives desire it.

In general, the following procedure is required in reporting an injury: Whenever an injury is sustained by an employee, even though it may be so slight in character that the injured person has no intention of making a claim for compensation therefor, he should immediately report it to his official superior, either verbally or by filling out Form CA-1. Unless notice of the injury is given within forty-eight hours or the official superior has actual knowledge of the injury, compensation may be refused. It is very important that injuries be promptly reported, as delay may make it impossible later to prove the occurrence of an injury or establish a right to the benefits of the Act. As soon as possible after the receipt of Form CA-1 the injured employee's official superior should execute and submit to the Commission, through the Chief of his Bureau or the officer designated by him for that purpose, Form CA-2 (Official Superior's Report of Injury), attaching to it the Form CA-1 which was submitted by the employee.

Treatment at United States hospitals and dispensaries for injuries incurred in the performance of duty is mandatory, where practicable. In localities where neither these nor a designated physician of the Commission is available, the injured employee should secure treatment from the nearest available competent physician licensed to practice medicine and surgery. Treatment by nurses or other persons does not fill the provisions of the law. Nor can treatment by doctors of osteopathy, chiropractors, naturopathy, masseuse, physiotherapists, mental healers, etc., be paid for under the provisions of the Compensation Act, unless such treatment is especially prescribed by a United States medical officer or a physician licensed to practice medicine and surgery and approved by the Commission. In handling cases of injury where the emergency is such as to require it, any physician licensed to practice medicine or surgery under the State law may be called for first-aid treatment, but further treatment, if required, must be obtained from a United States medical officer or hospital or a physician designated by the Commission to treat cases of injury.

Request for Treatment When an injured employee is sent to a United States hospital or to a designated physician for treatment, he should be given by his official superior a request for treatment (Form CA-16), or the request may be made in the form of a letter giving the important facts in the case. This request should be in duplicate and the original left with the physician or hospital authorities. Where it is doubtful that the injury occurred in the performance of official duty or that a person's illness may be directly ascribed to particular conditions of employment, a request for medical treatment should be made on Form CA-17 rather than CA-16.

At the termination of the total or partial disability, or in case of the death of the injured employee, Form CA-3 should be executed and submitted by the official superior.

Procedure for Submitting Claims Claim for compensation or medical expenses on account of an injury should be submitted by the injured employee, through his official superior, on Form CA-4 within sixty days after the injury. Bills for medical or hospital services or supplies furnished the injured employee should be forwarded, unpaid, by the claimant through his official superior, or by the physician or hospital to the Commission for settlement. These bills should bear the signature of the injured employee certifying that he has received such service or supplies. If medical or hospital bills or bills for supplies have been paid by the employee, the receipted bills should be forwarded with Form CA-4, through his official superior, to the Commission.

Time Limit for Death Claims If death results from an injury, the person entitled to receive the benefits provided in such cases should execute and submit Form CA-5, through the deceased employee's official superior, within sixty days after death occurs. Any claim for compensation on account of death which is not filed within one year can not be paid by the Commission. Form CA-5 should be accompanied by a certified copy of the death certificate and itemized bills (in duplicate) covering undertaker's and burial

expenses. In the case of a widow or widower, a certified copy of the marriage certificate should be furnished, as well as certified copies of birth certificates of any minor or dependent children of the deceased.

Efforts have been made by the Bureau of Plant Industry to keep its employees fully informed of the benefits of the Federal Compensation Act and the procedure to be followed in reporting injuries. It has also urged upon them the importance of reporting an injury at the time of its occurrence, even though it might be so slight in character that the injured person had no intention of making a claim therefor, because of the possibility later on of not being able to prove its occurrence or establishing a right to compensation should there be a recurrence of trouble or disability from the injury.

Either the head clerk, or the clerk assigned by him to this duty, handles the compensation work for each particular division. It is his duty to see that all injuries occurring within his division, both in Washington and in the field, are properly reported and that all papers in connection with an injury are submitted, in duplicate, to the person who handles the compensation work for the Bureau as a whole. In the field, each branch office is supplied with like information and is requested to keep its personnel informed regarding procedure in cases of injury, as is also each leader in charge of a crew or squad of men working away from headquarters. The field offices, however, report injuries to their employees through the Washington offices of their respective divisions. All cases of injury incurred in line of duty within the Bureau are reported to a clerk assigned to this work in the Office of the Assistant Chief, whose duty it is to keep the divisions within the Bureau informed on the requirements of the Compensation Commission and make necessary contacts incident to the work. This clerk makes a final review of all papers submitted in cases of injury to see that they are complete and correct in detail, and then forwards them with a transmitting letter, giving further necessary details of the injury or relevant facts connected therewith, to the Employees' Compensation Commission. A carbon copy of all correspondence in connection with injury cases is forwarded to the Office of Personnel and Business Administration of the Department.

Since the passage of the Federal Compensation Act, the Bureau has been fortunate in having few fatalities and total disabilities as a result of injuries sustained by its employees, although there have been numerous minor injuries, particularly in connection with the field work. It is felt that the Bureau employees are more and more coming to appreciate the advantages to them of reporting to their official superiors injuries incurred in the performance of their official duties.

CHECK YOUR ITEMS OF EXCEPTIONS

Realizing that practically all bureaus and offices of our Department are confronted with the problem of explaining exceptions taken by auditors to disbursing accounts. Mr. Connor has submitted a summarization and analysis of certain exceptions made against his bureau during the past year.

Following is a summarization of the number of vouchers on which this analysis of exceptions is based, for the period February 1, 1931, to January 31, 1932:

Number of vouchers paid in Washington, D. C. (excluding accounts of Temporary Special Disbursing Agents).....	19,832
Less payrolls not covered by this analysis.....	659
Less post-audit vouchers not covered by this analysis.....	<u>333</u> <u>992</u>
Total number of vouchers covered by this analysis.....	18,840

Following is given an analysis of some of the 1,271 exceptions taken to items in 18,840 accounts, in the order of their frequency, together with suggestions for avoiding the practices to which exceptions were taken:

Excess Porter and Waiter Fees (137 items):

Show number of pieces of baggage for each item of porter fee exceeding 15 cents. Reimbursement can not be obtained for more than 60 cents waiter fees in any one day, but all amounts paid should be included in the account. Eight and one-half per cent of all exceptions are for such excess fees.

Errors in Computation (136 items):

Exercise care to see that all computations in vouchers are correct. Eight and one-half per cent of all exceptions are for such errors.

Excess Per Diem Claims (112 items):

Use care in claiming per diem. Claim one-fourth of the daily rate for six hours or less and an additional one-fourth of the daily rate for each succeeding six hours or fraction, during any day from midnight to midnight. Claim actual expenses for any trip which both begins and ends within one twenty-four hour period.

Receipts and Subvouchers Not Furnished (51 items):

Receipts must be furnished for all items listed in Paragraph 95, Government Travel Regulations.

Gasoline Tax Exemption (46 items):

Explain why exemption was not obtained from payment of gasoline tax; also why Forms 44 and 1066 were not used; furnish subvouchers in duplicate, showing

amount of tax, when Forms 44 and 1066 can not be used.

Catalogue Prices; Part Numbers (43 items):

Show correct catalogue prices for auto repair parts and other articles as excess charges will be disallowed. Show catalogue numbers in every case.

Subvouchers not in Proper Form (43 items):

Subvouchers should be fully itemized to show number of units purchased, the rate and the total amount.

Contract Purchases; Decline in Price (42 items):

Where a contract provides the Government shall have the benefit of any decline in market price, each voucher should show whether or not there has been any decline in market price, and the amount of any such decline.

Terms of Contract not Fully Complied With (39 items):

See that voucher shows full compliance with contract as to taking of full discounts, stating of correct rates, full description, etc.

Travel, Automobile, Before 8 A.M. and After 6 P.M. (32 items):

Actual subsistence expenses may be claimed for a trip which begins before 8 a.m. or ends after 6 p.m. within one continuous period of 24 hours, but where such a trip is made by automobile, explain the official necessity for leaving before 8 a.m. or returning after 6 p.m.

Transfer of Official Station (30 items):

Letter of Authorization must carry the statement that such transfer was not made for the personal convenience of the employee.

Laundry or Pressing Charge in Excess of Maximum Allowance (28 items):

List all laundry and pressing charges in the account and permit the auditors to suspend the excess.

Telegrams Claiming More Than Government Rate (28 items):

All telegrams, cablegrams or radiograms, on official business take Government rate, which is 40 per cent of the commercial rate. Claim only that amount in expense accounts. Endorse such telegrams, "U. S. Official Business, Government Rate." Telegrams sent to Washington should also be marked "Collect."

Time of Departure and Arrival not Given (27 items):

Show time of departure from and arrival at official station, and any other point where subsistence reimbursement is affected.

Travel Between 8 A.M. and 6 P.M. (27 items):

Do not claim any subsistence expenses (either actual or per diem) when trip begins at or after 8 a.m. and ends at or before 6 p.m. of the same day.

Reimbursement Account not Fully Made Out (23 items):

Items Nos. 1, 2 and 3, at top of first inside page of Form 1012 should be completely filled out, when service at a point of temporary duty continues from one month into the next. In other cases, show only rate of per diem or rate of actual subsistence reimbursement.

Schedule of Rates not on File (22 items):

Wherever agreements are submitted covering public services based upon schedule of rates, care should be exercised to attach copies of the schedule to the agreement.

Voucher Received From Field Too Late to Take Time Discount (22 items):

Make every effort to have purchase vouchers reach Washington in time to permit taking of any discount which may be offered. Extreme care in this matter is urged.

Automobile Parts, 25% Discount not Taken (20 items):

Take 25% discount on all Ford and Chevrolet repair parts or explain why discount is not taken.

Agreements not Submitted to Washington Promptly (19 items):

Agreements must be submitted to the Washington office before the first voucher is submitted, or together therewith.

Absence from Station for Less Than Twenty-four Hours (17 items):

Claim only actual expenses for trips beginning and ending within any one period of twenty-four hours; except that no expenses can be allowed when trip begins at or after 8 a.m. and ends at or before 6 p.m. of the same day.

Voucher not in Proper Form (17 items):

See that voucher is completely made out showing, in case of purchase vouchers, appropriation, authority and date of purchase, description of articles purchased, unit price, and total payment. Name of payee at the top should correspond with signature of payee. In case of reimbursement accounts, the appropriation, authorization number, and official station should be shown, as well as name, address and signature of the traveler and the entire period covered by the account.

Subsistence not Allowable at Official Station (16 items):

Neither actual subsistence expenses, nor per diem in lieu thereof, can be allowed at the official station of the employee under any conditions. What point is the official station is determined by the actual facts or circumstances rather than by any arbitrary designation of post of duty in the authorization.

Jurat not in Proper Form (16 items):

Every reimbursement account must be sworn to before one of the officials listed in Paragraph 115 of the Standardized Government Travel Regulations. Jurats administered by officials other than those listed can not be accepted. It has recently been necessary to return accounts showing administration of jurat by acting postmasters, acting assistant postmasters, superintendents of postal stations, postal clerks, acting or assistant collectors of customs and others not authorized to administer oaths.

Point of Shipment and Weight not Shown (16 items):

Show on voucher point of shipment and weight in every case where contractor agrees to deliver F.O.B. destination, and a freight adjustment is involved on that voucher.

Transportation Expense in Addition to Mileage Allowance (16 items):

Do not claim any transportation expense in addition to the mileage allowance for operation of personally-owned automobiles.

Cash Used for Fare Instead of Transportation Request (14 items):

Use transportation requests for railroad and Pullman fares and all payments to any common carrier, where the amount exceeds \$1.00, or explain in the account why transportation request could not be used.

Leave While in Travel Status (14 items):

Show time of beginning leave and time of returning to duty, while in travel status.

Meter Readings not Shown (12 items):

Show meter readings and meter number on each voucher for electricity, gas and water. Accounts can not be passed without meter numbers.

Subsistence Expense in Addition to Per Diem Allowance (11 items):

Do not claim any subsistence expense in addition to per diem claim covering same period.

Unusual Items not Explained (10 items):

Explain fully any unusual occurrence or item of expense in connection with travel, such as rental of room during daytime, charges for room and Pullman berth for same night, etc.

Actual Subsistence Expenses Exceed Maximum Allowance (9 items):

These exceptions, of course, are unavoidable. Where actual subsistence expenses exceed the maximum allowance, it is necessary to list all expenses in the account and permit the auditor to suspend the excess. Unless all expenses are so listed in the account, the traveler will be unable to certify that the account is "just and true in all respects."

Original Preaudit Difference Statement not Resubmitted (8 items):

When claiming reimbursement in a subsequent account for suspended items, the original preaudit difference statement must always be attached to the account.

Fractional Part of Month Defined (8 items):

Service charge for part of month must be based on number of days in that month rather than upon a uniform 30-day month.

Other exceptions involving a lesser number of items have been omitted from this summary due to lack of space.

THE EMPLOYER AND THE EMPLOYEE

By
Lennah Curtiss Zens, Administrative Asst.,
Bureau of Home Economics.

Whether we realize it or not, many of us in the Government service belong to two classes--the employer and the employee. From the standpoint of the employer who plans and controls the work of the employee, taking upon his shoulders all the responsibility for the successful outcome of the employee's effort, I am wondering how many of us have thought about the fact that we are under the close scrutiny of these employees. They are subject to very few illusions about us; they know whether we are timid and sensitive, silent and morose, or genial and friendly, winning their confidence and loyalty. And how many of us in building up our organizations comprehend thoroughly that loyalty, enthusiasm and cheerful efficiency of workers is worth a thousand times more than cold, calculating duty.

Every employer by giving some time and thought to this business of being a good executive can pretty nearly make his organization what he wills. To do this he considers the worker as well as the work, and the employee becomes as responsive to him as an instrument under the artist's hand. The far-sighted employer makes the employee feel he is a vital and growing part of the organization, and instills that element of interest which makes work a pleasure and not monotonous drudgery. He knows how to delegate to those qualified some of his responsibility, seeing that the latent abilities of none are overlooked. He becomes thoroughly familiar with all activities under his supervision--knows how hard the work is and how much he may expect from an employee each day; and when a good idea is suggested by an employee he gives him the credit and does not pass it along as his own.

Stepping into the role of the employee--how many of us ever sit down and give our work the "once over" to see if we are actually 100% on the job. It is so easy to learn fairly well the routine way of doing work and then plod along with never a thought to self-improvement in the position. This type of employee grumbles because his salary is not raised and he wonders why others are promoted ahead of him to better positions. A good cure for such mental inertia is doing more each day than the job requires and seeking further education.

Punctuality is of such importance and value in a well organized office I often wonder why the tardy seem always with us. It is things done on time--instructions carried out not any time but now; arriving at the office sufficiently early every morning so that all informal tasks are completed, personal discussions are over, and work started by nine o'clock--that lifts an organization out of the mediocre group. And of course it is the person with a cheerful disposition, finding fault with nobody, who has a thousand chances

for getting ahead where the gloomy, discontented fellow has barely one.

Before taking leave why not give it serious thought--think of the work first, because here today and away tomorrow is upsetting to any organization. There is no royal road to a successful, happy organization for either the employer or the employee, and certainly nothing can be accomplished unless both work together for a common goal.

AN INGENIOUS OFFICE DEVICE WITHOUT COST

In the September, 1931 issue of the Administrative Bulletin, under the heading of New and Useful Devices, an article was published describing a "new stamping device".

Mr. Corliss Harris of our Ardmore Field Station, Bureau of Plant Industry, now writes us that he has improvised, without cost, a stamp which will accomplish the purpose of a bought rubber stamp, and finds the device very useful in his office.

We are passing on to others what Mr. Harris says:

"Enclosed find a stamp made from the handle of a rubber stamp, a small piece of felt, a small square of mimeograph stencil and a rubber band.

"The stencil may be cut on the typewriter, drawn with an ordinary stencil stylus or even made by using a blunt pen point.

"The 'Administrative Bulletin' not long ago mentioned a device of this kind and acknowledgment is made for the origin of the idea. The value of the model I am submitting lies in the fact that the cost is nothing but a few minutes' work from material which will be found in any office.

"As many as fifty impressions may be made without re-inking. I find this device very useful in this office."

---PBA---

INCREASING CONFIDENCE IN THE FEDERAL GOVERNMENT

"Can it be possible that people outside the Federal Service are at last beginning to sense the fact that the members of Uncle Sam's great family honestly do work", says John A. Ferrall of the Division of Horticultural Crops and Diseases, Bureau of Plant Industry. Quotations and statements from various sources are used by the author to fully develop the reasons for such a belief. He says, a new book by Russell Lord, a well-known agricultural journalist, states: "To think of the Government and then by association to think of red tape is all too easy. John Flynn, a shrewd writer on business questions, tells me that Government offices in general, and the Department of Agriculture in particular, get through more work efficiently than do most private businesses. Comparing a short business experience with some years in extension teaching (directed and paid for half by the Federal Government, in general, and half by the various states). I think he is right. I found also in Government work a greater general satisfaction among employees and executives, a more pervading interest in the job rather than in the money, and a warmer sense of companionship in work of importance, than I have ever found anywhere else."

"Those who have spent some time in outside work before entering the Federal Service can appreciate the truth of this," says Mr. Ferrall. "So far as most of the higher positions are concerned, it must be interest in the work that holds the employees, for they could earn better salaries outside."

The well-planned and orderly system of conducting government business commonly referred to as "red tape" is described by Mr. Ferrall as "A system of bookkeeping a trifle too exact to please some folks."

Red Tape is He says, "We are told occasionally that the application of
Insurance for red tape methods to business concerns would drive them into
Tax-Payer bankruptcy. It would do a lot more than that; I suspect
it would probably land some people in the penitentiary....

Red tape has a way of demonstrating that honesty is the best policy. The ranks of absconders, forgers, and the like contain astonishingly few names of Federal employees. I scarcely think that this is because Federal workers are, as a group, more honest than their fellows outside the Government Service, but the careful methods used in accounting encourage honesty by the simple expedient of making anything else unprofitable."

"There are two ways of looking at a position in the Department of Agriculture", wrote one of its former assistant secretaries. "One way is to look at it as a job; the other to look upon it as an opportunity for public service. To get this more desirable viewpoint the employee must have an adequate conception of what the activities of the Department mean to the country at large, and what they promise for its future. He must come to realize to the full the significance of the social and economic functions of the Department. He must come to feel himself as a co-worker in a great

organization maintained by the people for noble ends and to feel that it is a privilege to use his best endeavor to further these ends."

"It is true that it is sometimes difficult for the members of the clerical force to acquire the interest and enthusiasm for the work that come naturally to those who are in the field and thus in a position to get the flavor of the actual constructive work, and the inspiration that comes from grappling first-hand with the problems before the Department, but it is possible even for those whose work is of the most mechanical character to get the spirit of the service and to make the work a constructive effort rather than the perfunctory performance of a set task. A little attention to the progress of the work of the Department as a whole and a more detailed study of the work of his immediate division will serve to give the average employee a stimulating sense of personal importance to the Government as a co-worker in its vast and beneficent enterprises."

"We have nothing for which to apologize," says Mr. Ferrall, "much for which to be proud. From a standpoint of efficient operation the Federal Service will bear comparison with the finest of our industrial giants." Following up this point he quotes from a recent article published by T. Swann Harding, who says:

"The Department of Agriculture is....a strictly modern educational plant. It maintains scientific laboratories wherein fundamental research is performed. But it does not intend that this new knowledge actually created by its experts and therefore its most valuable product, shall be sealed away on shelves from the light of day....it does not hoard its knowledge. It effects the distribution of its product, I venture to say, more efficiently than industry today effects distribution of its products....The Department of Agriculture accomplishes the distribution of its product by strictly modern means....So far as my knowledge extends, I believe there is no educational institution in America today which utilizes modern means for the diffusion of knowledge so effectively as does the Department of Agriculture."

These quotations, and many others, have led Mr. Ferrall to feel that the esteem in which the Federal Service is held at the present time by the public at large is increasing, and that surely there should be little difficulty in building up a feeling of pride and loyalty for an organization of this sort. "Pride in our organization begets the respect of others. A man who is apologetic for the organization of which he is a part is wrongly placed."



